Learning Outcomes | Assessment Criteria
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1 Understand concepts relevant to business strategy | 1.1 Explain key types of business objectives
2 Understand different models that businesses can use to influence business strategy | 2.1 Explain how businesses use techniques to influence business decision making
| 2.2 Explain different strategic methods businesses can use to achieve their strategic objectives
3 Understand the issues businesses face when implementing strategic objectives | 3.1 Explain the effects that different approaches to strategic decision making can have on a business’s ability to achieve its strategic objectives

Assessment Methodology

A formal unseen two-hour written examination.

Grading of this Unit

The following grade descriptors will be applied to the assessment of this unit:

1 Understanding of the Subject
2 Application of Knowledge
4 Use of Information
5 Communication and Presentation
7 Quality

Please refer to the QAA Grade Descriptors for detail of the components of each descriptor.
Please note that the indicative content supplied below is intended as a suggested guide only. It is not meant to be a prescriptive, exhaustive or fully delivered content list.

Learning Outcome 1

To explain at least two of the following business strategy terms: stakeholders, strategy, mission statements, competitive pressures, corporate culture.

Be able to differentiate between internal and external stakeholders and provide examples of each and how their aims may differ, e.g. internal stakeholders such as employees would seek decent working conditions, job security and pay awards whilst external stakeholders such as customers would seek quality goods at acceptable prices and good customer services. Awareness that conflict may exist between different stakeholder objectives which impact upon the achievement of a business’s objectives.

Learning Outcome 2

Awareness that a range of techniques can be used by businesses to influence business decision making. These include SWOT analysis, PEST (PESTLE) analysis and Porters Five Forces competitive analysis. Other appropriate techniques may be suitable as long as the candidate demonstrates an understanding of the technique and is able to explain its key features and how it can be used to influence decision making.

Awareness of the link between strategy, aims and objectives. Strategy will reflect the objective, e.g. Ansoff matrix can be used to determine market and product growth strategy; Boston Matrix for developing product portfolio; Porter’s strategies for achieving competitive advantage. Candidates should have an understanding that the different functional areas of a business will play a key role in the achievement of strategic objectives e.g. marketing, finance, operations, human resources, information technology and should be aware of the general features of each functional area. Candidates should also demonstrate awareness of strategies that can be used when a business is undertaking a rationalisation strategy.

Learning Outcome 3

Understanding that a range of factors can influence the achievement of strategic objectives. These can include corporate culture, stakeholder conflict, changes in the economic environment; internal factors such motivation of workers, productivity of staff, availability of finance, cost implications and access to information technology.

Awareness that different strategies bring different benefits and challenges to business, e.g. growth strategies could provide efficiency gains and positive publicity for a business, whilst reducing the size of the business could impact upon worker morale but allow the business to reduce its costs.